

**MIAMI-DADE COUNTY
FINAL OFFICIAL MINUTES
Board of County Commissioners &
Public Health Trust Joint Meeting**

Board of County Commissioners

Stephen P. Clark Government Center
Commission Chambers
111 NW 1st Street
Miami, Florida 33128

Thursday, June 25, 2009
As Advertised

Harvey Ruvlin, Clerk
Board of County Commissioners

Diane Collins, Acting Division Chief
Clerk of the Board Division

Scott Rappleye, Commission Reporter
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Clerk's Summary and Official Minutes
Board of County Commissioners/Public Health Trust Joint Meeting
June 25, 2009

The Board of County Commissioners met in a joint meeting with the Public Health Trust in the County Commission Chambers on the Second Floor of the Stephen P. Clark Government Center, 111 N.W. First Street, Miami, Florida at 9:00 a.m., June 25, 2009, there being present upon roll call the Honorable Chairman Dennis C. Moss; Commissioners Bruno A. Barreiro, Carlos A. Gimenez, Dorrin D. Rolle, and Javier D. Souto (Vice-Chairman Jose "Pepe" Diaz, and Commissioners Audrey M. Edmonson, Sally A. Heyman, Barbara Jordan, Joe A. Martinez, Natacha Seijas, Katy Sorenson, and Rebeca Sosa were absent); Assistant County Attorney Eugene Shy; Honorable Mayor Carlos Alvarez, County Manager George Burgess, and Director for the Office of Strategic Business Management Marc C. LaFerrier; and Deputy Clerks Diane Collins and Scott Rappleye.

The following members of the Public Health Trust Board of Trustees were present: Mr. Stanley H. Arkin, Mr. Jorge L. Arrizurieta, Ms. Rosy Cancela, Mr. John H. Copeland III, Mr. Joaquin del Cueto, Ms. Georgena D. Ford, Mr. Abraham A. Galbut, Mr. Saif Y. Ishoof, Mr. Marcos J. Lapciuc, Mr. Angel Medina, Jr., Mr. Martin G. Zilber (Mr. Ernesto A. de la Fe and Mr. Diego L. Mella were absent); Dr. Eneida O. Roldan, President and Chief Executive Officer, Jackson Health System.

Chairman Moss called the meeting to order at 9:23 a.m. He welcomed the members of the Public Health Trust (PHT) who were present. He pointed out that several County Commissioners were attending the National Association of Counties conference and would not be present. He noted that this meeting was called pursuant to the requirements of the Code of Miami-Dade County that the Board of County Commissioners meet with the PHT annually before July 1.

Mayor Carlos Alvarez noted he looked forward to working with the PHT.

Chairman Moss requested all members of the County Commission and the PHT to introduce themselves.

Mr. John Copeland, Chairman, PHT Board of Trustees, noted this meeting was held to discuss the challenges and issues facing the PHT. He pointed out that the PHT was resilient, and that he was pleased to be part of leading the PHT in these turbulent times.

Dr. Eneida Roldan presented a PowerPoint slide show regarding the status of Jackson Health System (JHS). She explained that JHS encompassed six hospitals, as well as primary care clinics, school based programs, community outreach efforts, long-term care nursing homes, and a health plan. She pointed out that JHS was fully accredited by the Joint Commission on the Accreditation of Healthcare Organizations (JCAHO), and that the main campus and the Jackson North Medical Center received comprehensive stroke designation.

Dr. Roldon explained that JHS had started an aggressive financial sustainability project comprised of 81 separate projects. She pointed out that charity care costs at JHS were increasing while tax revenue was decreasing. She noted that JHS initially projected \$10.5 million of excess revenues in Fiscal Year (FY) 2009, but more recent projections reflected a \$56 million budget shortfall. Dr. Roldon explained the 81 projects in the financial sustainability project realized 87 percent of the projected savings. She noted that financial decisions were impacted by three challenges: financials and cash, labor management, and market trends. She explained that JHS started a 100-day plan to address these challenges through cash acceleration, cash preservation, labor management, and program review for FY 2010. Dr. Roldon pointed out that JHS had a medium-term plan and long-term plan for financial sustainability following the 100-day plan. She noted the funding gap for FY 2010 was projected to be \$168 million.

Dr. Roldon explained that the proposed national healthcare reform presented challenges, potential risks, and opportunities to JHS. She requested the Commission work with JHS to identify solutions to maintain JHS as the premier health care provider in the County.

Mr. Copeland noted the PHT recognized that amidst the challenges facing JHS were opportunities. He explained that the PHT would work aggressively to close the projected budget shortfall, but it was unlikely that the shortfall would be completely offset.

County Manager Burgess noted the County and PHT were working together to help each other. He explained the County would help the PHT with cash flow and capital financing to the furthest extent possible.

Commissioner Souto questioned the impact of the current economy on JHS's investments.

Mr. Frank Barrett, Chief Financial Officer, PHT, noted the investments were declining because the interest rate and the cash balance were decreasing.

Responding to Commissioner Souto's comments regarding reports that hospitals in Los Angeles received more federal funds than JHS, Mr. Barrett noted healthcare reform was needed.

Commissioner Souto clarified he was concerned that an injustice existed in the way the Federal government provided funding to local hospitals.

Dr. Roldan explained that the Federal government provided different levels of funding to hospitals based on their healthcare delivery systems.

Commissioner Souto suggested the County and PHT investigate how they could capture more federal funds.

Chairman Moss suggested the County Commission and the PHT meet in the near future to follow up on the issue of federal funding after the Office of Intergovernmental Affairs, the PHT, and the County went to Washington, D.C.

Mayor Alvarez concurred with Chairman Moss' suggested future meeting.

In response to Chairman Moss' question regarding the status of the agreement between the PHT and the University of Miami (UM), Dr. Roldan explained that JHS recently signed the 2008 Contract and was working on the 2009 Contract. She noted that JHS and UM needed to evaluate their contract to ensure that they were prepared for the State and Federal governments' evaluations on how graduate medical education impacted the delivery of healthcare. Dr. Roldan pointed out JHS faced the following challenges: the age of physicians, the location of physician's practice, and the specialty of current medical students. She explained JHS had to deal with the matching program and the Graduate Medical Education Commission had to strategically align the number of residents and the specialties in the upcoming healthcare reform.

Chairman Moss continued to question Dr. Roldan regarding what would be done to define the PHT and UM relationship.

Chairman Moss questioned whether the PHT was involved in the international program that the Beacon Council, American Airlines, and the Greater Miami Convention and Visitors Bureau were presenting.

Dr. Roldan noted she was working on an initiative to increase and enhance JHS business in the international market.

Responding to Chairman Moss' inquiry regarding the impact of the influx in urgent care centers on JHS, Dr. Roldan noted she intended to present a plan to the County regarding JHS opening urgent care centers in parts of the County that did not have one, but had the population to support one.

Chairman Moss requested an explanation regarding cash acceleration.

Ms. Sandra Johnson, PHT, noted the PHT was working to capture funds from Tallahassee that were owed to the PHT, and to accelerate the capturing of those funds.

Commissioner Rolle noted the County could help the PHT capture the funds owed them through the County's legislative team.

Chairman Moss noted Ms. Johnson could meet with the Office of Intergovernmental Affairs Director for help to address the issue of capturing funds from Tallahassee.

In response to Chairman Moss' question regarding the PHT using the Employee Unions to help employees understand the PHT's financial situation, Dr. Roldan noted that she

conducted town hall meetings to communicate with employees, and that she met with Union leaders monthly.

Commissioner Barreiro asked Mr. Barrett to provide him with a report regarding the status of PHT employee's pension plans.

Commissioner Barreiro recommended the PHT pursue managed care opportunities to generate additional revenues. He noted the PHT should provide service to patients with Medicare coverage. He suggested that the healthcare reform would make hospitals entities that did not generate profits. Commissioner Barreiro stressed that JHS was the safety net hospital for the County, which was not the model followed in other communities. He questioned whether the County should continue to follow this model for providing indigent care.

Mr. Copeland expressed concern regarding the increasing indigent care at JHS. He noted the PHT would have to identify new methods to provide indigent care. He noted the PHT would address the issue of increasing costs for indigent care in the next joint County Commission and PHT meeting.

Dr. Roldan noted JHS could increase available funds by making its primary care centers federally qualified. She pointed out that JHS was working with the Department of Health and the Healthcare Choice Networks to determine the best delivery of healthcare to maximize the available resources.

Responding to Commissioner Rolle's inquiry regarding the impact of the charity care that the PHT provided for inmates in the County's Correctional System on the financial conditions at the PHT, County Manager Burgess noted JHS was assuming the cost of this charity care, which was a significant sum.

Commissioner Rolle pointed out that the Miami-Dade Blue health insurance program would start July 1, 2009. He questioned how this insurance program would impact the County and JHS.

Dr. Roldan noted Miami-Dade Blue provided JHS another opportunity to provide less indigent care. She pointed out that she had not met with Miami-Dade Blue representatives.

Commissioner Rolle noted he would hold a town hall meeting July 1, 2009, on Miami-Dade Blue.

In response to Chairman Moss' inquiry regarding the PHT receiving federal and state stimulus funds, Dr. Roldan noted the PHT had an infrastructure and information technology (IT) list prepared. She explained that the PHT had formed a task force that would analyze the proposed federal healthcare reform. She pointed out that she was going to Washington, D.C. to lobby for the PHT.

Mr. Arkin noted the UM Medical Affairs Committee meet during the week of June 15-19, 2009, in a meeting that had a feeling of a new era in the UM and JHS relationship. He pointed out that UM would prepare a statement to Dr. Roldan and the County Commission endorsing the UM/JHS relationship.

Mr. Lapciuc referenced Commissioner Barreiro's comment that JHS was a safety net for medical care in the community and he noted that JHS was also a safety net for employment by employing 12,000 people from all backgrounds. He pointed out JHS helped attract high-paying jobs to the County. He urged the County to evaluate its return on investment in JHS through the number of jobs and the amount of sales and ad valorem taxes.

Chairman Moss concurred that the County's best interest was to help the PHT survive this financial crisis.


Mr. Arrizurieta noted the PHT would meet June 29, 2009, to assess its current and future funding needs, and it would be ready for the proposed follow-up meeting shortly.

Commissioner Souto noted the Homerule Charter and Amendment for Miami-Dade County stated the County had to have a hospital that guaranteed protection to the people in health matters. He clarified the Charter was the law for the County.

Chairman Moss noted the County and the PHT Board of Trustees were working to address the PHT's extreme challenges. He stressed the importance of the County Commission and the PHT meeting again to evaluate the progress made and the work that remained.

Mr. Copeland noted the PHT would work to develop specific and concrete plans and suggestions to address the issues raised during this meeting that could be presented at the next meeting.

There being no other business, the meeting adjourned at 10:33 a.m.

A handwritten signature in black ink, appearing to read "Dennis C. Moss", is written over a horizontal line.

Dennis C. Moss, Chairman
Board of County Commissioners